

School of Business

COURSE OUTLINE FOR: BUSA 2100 - Principles of Management	Date: Term A, Winter 2003
TAUGHT TO: Program: Financial Management	TAUGHT BY: Business Administration

Hours/Week		Total Hours:	3	Term/Level:	A 2003
Lecture:	1				
Lab:	2				
Other:		Total Weeks:	10	Credits:	2

Instructor: Wilf Ratzburg	Instructor: TBA
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Office Hours: as posted on office door	Office Hours:

Short Course Description and Goals (from BCIT website): A study of the basic concepts of the management process: planning, organizing, staffing, directing and controlling. Integrated with the concurrent first term courses and using a team project, it creates opportunities for the students to develop analytical, problem solving, teamwork, and communications skills. Topics covered include: structuring organizations, decision-making and an introduction to production, human resources, controlling, and strategic and tactical planning.

Evaluation:		
Policy: <i>Students must pass individual components of the course to receive credit for the group work</i>		
Final Examination	35	% individual component
Quiz	15	% individual component
Management Project	40	% (10% presentation) (30% written report)
Lab participation / attendance	10	% individual component
Total	100	%

Text(s) and Equipment:

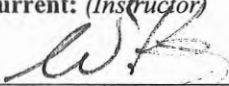
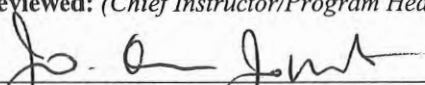
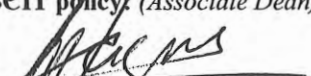
Required:

Organizational Behaviour, Canadian Edition, Stephen P. Robbins and Nancy Langton (9 & 12).
Management, Canadian 7th Ed., Stephen P. Robbins, Mary Coulter and Robin Stuart-Kotze(1,3,5,7,8,18&19)

Prior Learning Assessment Method: (enter N/A if not available) N/A

Copies of this outline available at <http://www.ca.geocities.com/busa2100>

Verification:

I verify that the content of this course outline is current: <i>(Instructor)</i> 	Date: <i>03/01/14</i>
I verify that this course outline has been reviewed: <i>(Chief Instructor/Program Head)</i> 	Date: <i>Jan 14 / 2003</i>
I verify that this course outline complies with BCIT policy: <i>(Associate Dean)</i> 	Date: <i>Jan 07 / 2003</i>

Course Learning Outcomes:

- Understanding of the importance of an organization's environment in shaping management practices
- Understanding of the importance of an organization's culture in shaping management practices
- Understanding the key functions of management (planning, organizing, leading and controlling)
- Working in teams to analyze business problems
- Working in teams to give class presentations of business solutions
- Developing skills in written and verbal presentations
- Developing skills in working effectively as a member/leader in a team

At the end of this course, the student will be able to:

- Describe the roles of an organization's environment and culture play in shaping management practices
- Describe the changing role and functions of management in business
- Critically evaluate the role of managers in today's business
- Assess the impacts of alternative management approaches on an organization
- Analyze and evaluate business situations involving management issues and develop appropriate responses to improve the situation by:
- Apply commonly used management models and methodologies for analysis
- Develop appropriate alternatives and solutions
- Present recommendations and an action plan
- Work effectively as a team member
- Make effective verbal presentations

Course Notes (Policies & Procedures)

- **Assignments:** Late assignments or projects will not be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.
- **Attendance:** The attendance policy as outlined in the current BCIT Calendar will be enforced.
- **Course Outline Changes:** The material specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.
- **Ethics:** BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam or project for all parties involved and /or expulsion from the course.
- **Illness:** A doctor's note is required for any illness causing you to miss assignments, quizzes, test, projects or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated (i.e. an average is given according to your performance throughout the course)
- **Makeup Tests, Exams or Quizzes:** There will be no makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for documented medical reasons or extenuating circumstances.
- **Labs:** Lab attendance is mandatory. Lab exercises are due at the end of the lab period.
- **I.D. Required in Examination Centres:** Effective December 2000, in order to write exams, students will be *required* to produce photo-identification at examination centres. Photo I.D. must be placed on the desk before an exam will be issued to the student. The I.D. must remain in view on the desk while writing the exam, for inspection by invigilators. Students should bring a BCIT OneCard or, alternatively, two pieces of identification, one of which must be government photo I.D. such as a driver's license. Please see BCIT Policy #5300, Formal Invigilation Procedures.
- **Students must pass the individual components of the course in order to receive credit for the grades on group work.**

Assignment Details:

EXAMS – (50% = 15% Quiz + 35% Final)

There will be a quiz worth 15% of your grade for the course. The content of the quiz will be taken from the material covered in the lectures and labs prior to the date of the quiz.

Details about the final exam will be provided later.

MANAGEMENT PROJECT-- (40% = 10% Presentation + 30% Written Report)

Details including schedule of important dates of the Management Project are appended to the end of this course outline.

PARTICIPATION – (10%)

Your grade for participation will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions and the extent to which you enable others to participate. Your ability to demonstrate appropriate workplace behaviours including attendance, participation, and self-management in various school settings, both individually and in teams will be taken into consideration.

Excellent participation (8-10%) is defined as a student attending all labs, consistently participating and moving ahead in class discussions. Volunteering high quality analysis and insights or applications of course content. Assisting other class members in development and understanding of course objectives. Helping others to participate effectively. Being punctual and attentive.

Satisfactory participation (6-7%) is defined as a student missing no more than one lab, being prepared with good observations and analysis when called upon. Understanding assigned readings and being able to explain the concepts put forth in the text. Participating in a manner that is not dominating or overwhelming of others. Not distracting others.

Unsatisfactory participation (0-5%) is defined as not being prepared when called upon, missing classes, presenting poorly reasoned observations and analysis, being "off task" in lab activities, not contributing to large class discussions or small group activities, dominating class or small group discussions, talking with other classmates at inappropriate times, etc.

I. BUSA 2100

A. WEEK #1

1. Lecture

a) Course Introduction

- (1) *Planning, Organizing, Leading, Controlling*
- (2) *Historical Perspective*
 - (a) Bureaucracy – Max Weber
 - (b) Henri Fayol
 - (c) Chester Barnard
 - (d) Scientific Management – F.W. Taylor
 - (e) Hawthorne Studies – Elton Mayo
 - (f) Process Approach
 - (g) Systems Approach
 - (h) Contingency Approach

2. Lab

a) Course Outline

b) Course Expectations

- (1) *Email instructor*
- (2) *Exams*
- (3) *Assignments*
- (4) *Presentations*

c) Introductions

d) Determination of project groups

- (1) *List of skill sets on the board*
 - (a) Writing
 - (b) Presenting
 - (c) Financial/budgeting
 - (d) HTML – website design
 - (e) Administrative

e) Assignment due next week in Lab:

- (1) *Internet search for:*
 - (a) Corporate mission statements
 - (b) Corporate goals
 - (i) Departmental goals
 - (c) Corporate objectives
 - (i) Departmental objectives
 - (d) Corporate policies
 - (i) Departmental policies
 - (e) Corporate regulations
 - (i) Departmental regulations
- (2) *Class presentation of findings (due next week)*
- (3) *Class discussion of the relationship between mission statements, goals, objectives, policies, regulations, rules, budgets (due next week)*

B. WEEK #2

1. Lecture

- a) Corporate environment**
 - (1) *Legal*
 - (2) *Political*
 - (3) *Economic*
 - (4) *Cultural/social*
- b) Internal corporate variables**
 - (1) *Organizational culture*
 - (2) *Technology*
- c) SWOT**
 - (1) *Internal = SW*
 - (2) *External = OT*

2. Lab

- a) Class presentation of findings re mission statements, goals, objectives, policies, regulations, budgets**
- b) Class discussion of the relationship between the concepts above**
 - (1) *What is the role of the mission statement?*
 - (2) *Who is the audience for the mission statement?*
 - (a) Internal?
 - (i) Employees?
 - (ii) Management?
 - (b) External?
 - (i) Shareholders?
 - (ii) Customers?
 - (iii) Other stakeholders?
- c) Assignment (due in class next week)**
 - (1) *Corporate Social Responsibility*
 - (a) Internet or library search
 - (i) What is Milton Friedman's position on corporate social responsibility?
 - (ii) What is the antithesis of Friedman's position on corporate responsibility?
 - (b) What is your opinion on the subject of corporate responsibility?
 - (c) Class presentation on the above (due next week) – be prepared to debate both sides of this issue

C. WEEK #3

1. Lecture

- a) Planning**
 - (1) *Writing mission statements*
 - (2) *Writing goals/objectives*
 - (a) Who, what, where, how, when
 - (b) Comparing well-written objectives with ones that are poorly written
 - (c) The relationship between objectives and budgets
 - (i) MBO
 - (ii) ZBB

2. Lab

- a) Class presentations on corporate responsibility**
- b) Class discussion on corporate responsibility**
- c) Assignment (due next week – class presentation)**
 - (1) Class presentation on progress of team project (due next week)*
 - (a) Product or service?**
 - (i) Be prepared to discuss your team's choice from the perspective of opportunities and threats
 - (a) Identify and list opportunities*
 - (b) Identify and list threats*
 - (b) Mission**
 - (i) Goals
 - (ii) Objectives

D. WEEK #4

1. Lecture

- a) Corporate stakeholders: who/what are they?**
- b) Corporate responsibility**
- c) Corporate ethics**

2. Lab

- a) Class presentation on progress of team project**
 - (1) Product or service?*
 - (a) Be prepared to discuss your team's choice from the perspective of opportunities and threats
 - (i) Identify and list opportunities
 - (ii) Identify and list threats
 - (2) Mission*
 - (a) Goals
 - (b) Objectives
- b) Assignment – due next week**
 - (1) Read articles on child labor (due next week)*
 - (a) Reebok response to international protest about the use of child labor
 - (b) Nike response to international protest about the use of child labor
 - (c) Discuss Nike and Reebok responses from the perspective of
 - (i) Their corporate mission statements
 - (ii) A SWOT analysis

E. WEEK #5

1. Lecture

- a) Organizing**
 - (1) Staffing*
 - (a) Recruitment
 - (b) Selection
 - (i) Reliability
 - (ii) Validity
 - (c) Orientation
 - (2) Structure*
 - (3) Design*
 - (a) Classical principles (Adam Smith)

- (i) Division of labor
- (ii) Departmentalization
- (iii) Span of control
- (iv) Unity of command
- (b) Contingency
 - (i) Size
 - (ii) Technology
 - (iii) Environment
- (c) Mechanistic versus organic options
 - (i) Functional
 - (ii) Divisional
 - (iii) Matrix
 - (iv) Network

2. Lab

a) Class presentations regarding

- (1) *Reebok response to international protest about the use of child labor*
- (2) *Nike response to international protest about the use of child labor*
- (3) *Discuss Nike and Reebok responses from the perspective of*
 - (a) Their corporate mission statements
 - (b) A SWOT analysis

b) Assignment (due next week)

- (1) *Class presentation of team project progress*
 - (a) Teamwork (organizational) issues
 - (i) GroPE – Goals, Roles, Process, Evaluation
 - (a) *How have team roles been established?*
 - (i) Leader?
 - (ii) Manager?
 - (iii) Administrator?
 - (iv) Facilitator?
 - (v) Liaison?
 - (b) What have you identified as your team's strengths and weaknesses
 - (i) List your team's strengths
 - (ii) List potential team weaknesses
 - (iii) Explain how your strengths/weaknesses affected your decisions regarding team organization (roles?)

F. WEEK #6

1. Lecture

a) MIDTERM EXAM

2. Lab

- a) Self-assessment exercise: "How well do you fit into a bureaucracy?" Robbins and Kotze**
- b) Self-assessment exercise: "How power oriented are you?" Robbins and Kotze**
- c) Self-assessment exercise: Team Health & Team Effectiveness**
 - (1) <http://geocities.com/frtzw906/qteambuilding.html>
 - (2) <http://geocities.com/frtzw906/qteameffectiveness.htm>
- d) Class presentation of team project progress**
 - (1) *Teamwork (organizational) issues*

- (a) GroPE – Goals, Roles, Process, Evaluation
 - (i) How have team roles been established?
 - (a) *Leader?*
 - (b) *Manager?*
 - (c) *Administrator?*
 - (d) *Facilitator?*
 - (e) *Liaison?*
 - (b) What have you identified as your team's strengths and weaknesses
 - (i) List your team's strengths
 - (ii) List potential team weaknesses
 - (iii) Explain how your strengths/weaknesses affected your decisions regarding team organization (roles?)
- e) **Assignment (due next 2 weeks): team presentation regarding your team product/service**

G. WEEK #7

1. Lecture

- a) **Leading**
 - (1) *Motivation*
 - (2) *Leadership*
 - (a) *Power*
 - (b) *Authority*

2. Lab

- a) **team presentation regarding your team product/service**

H. WEEK #8

1. Lecture

- a) **Controlling**

2. Lab

- a) **team presentation regarding your team product/service**

*This schedule is subject to change at the discretion of the instructor.

II. BUSA 2100: Management Project

A. Introduction: This project will allow you to be both the manager and the student.

- a) **Your team will form a company that will devise/design a service or product to be provided to the BCIT community.**
 - (1) *This service or product must be realistic and useable. For example, this may be any service or product that is not already*

available on campus, but for which you can envision a need, is acceptable.

(2) You will be required to develop a prototype of the product of service and present it during team presentations.

(3) You will NOT be asked for financial data or a marketing plan.

(4) The project is designed NOT as a marketing exercise but a chance for you to participate in the planning, organizing and leading functions of management.

B. Team Size and Composition: Your team will consist of set members (roughly three equal teams per set).

a) The team will purposefully be too large to work easily as one unit. The team is intended to be large enough to provide you with “management”, leadership, or administrative challenges.

(1) It is expected that the team will be organized so as to achieve high performance and capitalize on each member’s skills and abilities.

(2) Your team will need both skills in task and maintenance areas.

(a) Choose your team members based on what they will add to the project.

(b) The project will cover the whole length of Term A so working relationships are important.

C. Resources: Remember, this project is not to develop a business plan, rather to give you a chance to experience management concepts first hand.

a) The project will focus on specific topics from the Management textbook (Robbins, Coulter, Stuart-Kotze, 2003, Canadian Seventh Edition).

b) Your company will practice concepts such as defining the external environment, social responsibility and strategic management (just to name a few).

c) You will prepare a document explaining what your company has decided in terms of a product or service as well as the reasons why you made this choice.

(1) SWOT

(2) Environmental factors

(3) Cultural factors

(4) This will include using concepts from the text, much like the analysis portion of a Case Study in Organizational Behaviour (ORGB 1100).

D. Deliverables and Evaluation

1. The total project is worth 40%. This will consist of a presentation (10%) as well as a report (30%). The report will be broken into sections. Each section will have its own due date. Sections will be commented on by the instructor and

returned to the team for revisions. The final report will consist of all segments plus any additional remarks your company feels necessary. Maximum of 12 pages

III. Management Project Report Outline

Your project will contain the following sections:

A. Company Concept

An explanation of your product or service.

B. The Environment

Research your company's environment. Who is in your specific environment and who is in your general environment? How much environmental uncertainty does your company face? What issues do these institutions or forces bring forward?

C. Strategic Planning

What is your company's mission statement and to whom is this directed? What are your company's goals? Who develops your company's goals? Are there any issues from the point of environmental uncertainty that need to be accounted for in your plans? What is your company's business-level strategy?

D. Organizational Structure and Design

Analyze the structure & design of your company. How have the job tasks been divided? What organization structure would work best? Does the structure of your company need to change? If so, why? If not, why not?

E. Appendix

Team member list, team charter

